3. GOVERNANCE MECHANISM

3.1 Introduction

The governance mechanism for the implementation of the Global Strategy has been elaborated to establish institutional framework and coordination arrangements. In particular, it will provide support to the three technical components of the Strategy – research, technical assistance, and training. The governance mechanism aims to define linkages between processes and structures as well as reporting lines at different levels. The other consideration taken into account in elaborating the governance mechanism is past experiences in implementing global initiatives such as the International Comparison (ICP) in the African region.

3.2 Governance mechanism framework

3.2.1 Purpose

Its purpose is to strengthen the institutional and organizational basis for improving agricultural statistics, including integrating agriculture in the national statistical system.

3.2.2 Outcomes

The following outcomes were identified for the governance mechanism:

- resources will be mobilized and allocated for Strategy implementation;
- appropriate structures for coordinating the implementation of the Strategy in the Africa region will be established and become operational;
- increased availability and use of agricultural data for policy- and decisionmaking, and other purposes; and
- legal provisions for agricultural statistics will be aligned with provisions in the national statistical legislation.

3.3 Governance arrangements at the global level

The governance mechanism will operate at national, regional, and global levels. At the global level, a Global Strategy Implementation Office based at FAO will be established to coordinate the implementation of the Global Plan. The Friends of the Chair of the UN Statistical Commission could be used in this role. The main responsibilities of the office will be to set standards, ensure harmonization across regions, coordinate with other global initiatives, undertake advocacy, and provide support to regions that are unable to take the lead in implementation.
The global governance mechanism will also ensure vertical consistency with the overall Action Plan of the Global Strategy. The vertical linkage will ensure consistency with the global strategy and will play a quality assurance role during the development of the Global Plan. The vertical linkage will ensure: that each technical component is in line with the Global Strategy; that there is harmonization of the technical components between different regions; that the unit responsible for the development of the research topics is identified; and that a web-based tool for sharing information and best practices is developed.

However, the implementation of the Action Plan will be the responsibility of the regional and national governance structures. The regional governance structure will execute the implementation plan, allocate resources, monitor implementation, and assess the progress made by different countries. It will also help to coordinate the linkages among the technical components (research, technical assistance, and training), to include the timing and sequencing of activities.

Funding mechanisms will be implemented through global and regional Trust Funds. The Global Multidonor Trust Fund for Agricultural Statistics (GMDTFAS) will be hosted by FAO/WB and the Regional Trust Funds will be hosted by the regional development banks. An interim Global Steering Committee will be set up to approve the overall Global Plan.

3.4 Governance arrangements at regional and national levels

The governance structure of the Action Plan for Africa is modeled on the structure used for the 2005 International Comparison Program for Africa (ICP-Africa), as well as on coordination modalities for statistical development that were established around the mid-2000s. Where structures are weak, they will be strengthened. Where they do not exist, their establishment will be advocated. Figure 3.1 presents the elements of the governance mechanism, the reporting arrangements, and linkages at regional and national levels.

3.4.1 Regional level governance

Regional Steering Committee (RSTC)

This Committee has been established as the decision-making body of the Action Plan for Africa. The Committee will include both users and producers of statistics. At the meeting of component leaders, consultants, and some donors held in Rome, Italy from September 12–15, it was agreed that the Committee would come under the high-level stewardship of the Chief Economist and Vice-President of AfDB as chairperson. Due to the large size of the Committee, which has representation from different constituencies (about 20 members), there will also be an Executive Committee (EC) established. This will comprise a smaller body of the three principal organizations (AfDB, FAO, and ECA), which will act as the bureau for the RSTC. The EC will be expected to meet more frequently than the RSTC and to undertake day-to-day activities on behalf of the Regional Steering Committee.
Figure 3.1: Governance structures of the Action Plan for Africa

Legend
- Vertical relationship
- Horizontal relationship
- Integral Part
- For Information

Policy Bodies
- NEPAD
- CoDGs
- Regional Steering Committee
- National Agricultural Statistics Committee
- Regional Implementation Secretariat (at AfDB)
- National Strategy Coordinator
- National Technical Working Group
- StatComAfrica & AFCAS
- FAO (Regional Strategy Leader on Research)
- ECA (Regional Strategy Leader on Training)
- AfDB (Regional Strategy Leader on Tech. Assistance)

Operational structures
- Structures to be kept in the loop
Responsibilities

The responsibilities of the RSTC will include:

- providing policy oversight and guidance on the implementation of the Strategy;
- overall coordination and accountability of the Action Plan;
- approving the overall work plan;
- providing overall management of the Action Plan;
- resource mobilization; and

Membership

The Chairperson will be the Chief Economist and Vice President of the AfDB. Membership of the RSTC will include:

- representatives (one from each member institution) of ASCC: AfDB, AUC, ACBF, ECA;
- African Friends of the Chair of the UN Statistical Commission: Morocco, Uganda, Ethiopia, Senegal;
- Chair of StatCom-Africa;
- Chair of AFCAS;
- Statistical Training Centers (1 representative);
- Ministries of Agriculture (2 country representatives: Cameroon and Mozambique);
- Agriculture Research Institutions (1 representative);
- FAO; and
- donors: World Bank, DFID, USDA, and Bill and Melinda Gates Foundation (BMGF).

Meetings

The RSTC will hold one regular meeting each year. The meetings will be convened by the AfDB through the Committee Chairperson. However, as mentioned above, the Executive Committee will meet more frequently on a needs basis.

Reporting

There will be a multi-reporting mechanism that will allow reports to be received and acted upon by different structures, including the following:

- StatCom-Africa, which will report to the UN Statistical Commission as well as the Joint African Union and the ECA Conference of African Ministers of Finance and Economy;

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20 With funding from Bill and Melinda Gates Foundation (BMGF), the World Bank and other organizations are working in eight African countries to develop and implement household surveys and analyze survey data with a strong emphasis on agriculture. The countries are: Ghana, Kenya, Mali, Mozambique, Tanzania, Uganda, Zambia, and Zimbabwe.
Global Strategy Implementation Office, which will report to the biennial FAO Regional Conference for Africa;

Committee of Director-Generals of National Statistics Offices in Africa (CoDG), which will report to NEPAD in the context of its CAADP;

AfDB, which will report to its Board of Directors; and

Global Governing Board, which will report to the FAO governing body, the FAO Council (Ministers of Agriculture of Member States), and the UN Statistical Commission on Global Strategy implementation.

**Regional Implementation Secretariat**

A Regional Implementation Secretariat (RIS) will be established at AfDB, with the other two technical component leaders (FAO and ECA) as members of the Secretariat. Other members of the Secretariat will be the Regional Implementation Secretary, the Technical Assistance Coordinator, a Finance Officer, an M&E Officer, and an Administrative Assistant. The responsibilities of the Secretariat will include, inter alia, mobilizing and allocating resources, and monitoring, evaluating and reporting on strategy implementation. The Secretariat will report, through ASCC, to all of the African and global stakeholder organizations, as well as to the donors.

The responsibilities of the various officials at the Secretariat will be as follows:

**Regional Strategy Secretary**

The Regional Strategy Secretary (RSS) will be responsible for overall running of the Secretariat on behalf of the Steering Committee. He/she will be responsible for administrative, financial, and technical work as well as the M&E system of the Action Plan.

Specific responsibilities of the RSS will be to:

- head the Secretariat and service the Regional Steering Committee;
- coordinate with FAO, the Global Implementation Office (Global Strategy Coordinator), the three Regional Component Coordinators (TA/Training/Research), and other partners in the implementation of the Action Plan in Africa;
- liaise with the Global Strategy Coordinator and the three Regional Component Coordinators concerning the implementation of the Global Strategy;
- assist countries to design their action plans in line with the global framework and in collaboration with Component Coordinators;
- organize workshops to ensure that uniform standards of work are used, especially with regard to the production of the minimum core data set;
- backstop the countries implementing or planning to implement the Strategy (conducting backstopping missions);
- supervise the technical and administrative work of the Action Plan;
- assist countries with policy-related use of agricultural data; and
- report through ASCC to all African and global stakeholder organizations as well as donors.
Finance Officer

The Finance Officer will work under the direct supervision of the Secretary at the Regional Implementation Secretariat office in the AfDB. In consultation with Component Coordinators and the Secretary, he/she will be expected to:

- receive budgets from Component Coordinators and disburse funds accordingly;
- subcontract on a tender basis or on a comparative advantage basis (whenever possible to African institutions) activities to be undertaken, according to the technical selections made by the research, the training, and the technical assistance units for respective areas of intervention;
- track allocations expenditure of the budget;
- receive and consolidate from Component Coordinators quarterly and annual financial reports, in addition to the annual audit report;
- ensure that the above reports are fully audited and certified on time;
- ascertain that the task managers and consultants adhere to the Bank’s rules and guidelines when undertaking their assignments – that Terms of Reference are written out, recruitment guidelines are followed, mission reports are submitted, evaluation of the consultants; and
- ensure that expenditures are charged to the correct account.

Research Coordinator

There will be a Research Coordinator, who will be a member of the Regional Implementation Secretariat. This Coordinator will be based at FAO, Rome, and will be responsible for establishing and implementing a regional research program in agricultural statistics based on an assessment of the research needs for improving agricultural statistics in Africa. For day-to-day management of the research, this Coordinator will be answerable to the Director of the Statistics Division at FAO in Rome. However, for financial management and reporting, he/she will be also answerable to the Secretary.

The specific responsibilities of the Research Unit are described in Section 7.5.1.

Training Coordinator

There will be a Training Coordinator, who will be a member of the Regional Implementation Secretariat. This Coordinator will be based at the African Center for Statistics within ECA, and will be responsible for establishing and implementing regional training in agricultural statistics, based on a detailed assessment of training needs and training facilities in Africa. For day-to-day management of the training component, this Coordinator will be answerable to the Director of the Center. However, for financial management and reporting, he/she will be also answerable to the Secretary.

The specific responsibilities of the Training Unit are described in Section 6.4.1.
3. GOVERNANCE MECHANISM

Technical Assistance Coordinator

There will be a Technical Assistance Coordinator within the Secretariat, who will work very closely with other Component Coordinators and cooperating agencies to identify the technical assistance required by countries and to deliver the assistance in a way that will create impact. He/she will be responsible for developing and implementing a Capacity Development Plan. This will be based on the results of a comprehensive capacity assessment of the national agricultural statistical systems, which is scheduled to be undertaken in 2011.

The specific responsibilities of the Technical Assistance Unit are described in Section 5.5.1.

Monitoring and Evaluation Officer

The discussions at the Conference of main stakeholders held in Rome from September 13–14, 2010 emphasized the need for effective monitoring and evaluation (M&E) of the Action Plan. Accordingly, the post of a Monitoring and Evaluation (M&E) Officer will be created within the Secretariat.

The M&E Officer will be responsible for guiding the overall M&E strategy and implementation of related activities within the Action Plan and via partners. He/she will also provide timely and relevant information to stakeholders. This will entail close communication with all involved in M&E design and coordination: Technical Coordinators; representatives from primary stakeholder groups; the Regional Strategy Secretary, external consultants, and field staff where appropriate.

Critical tasks for the M&E Officer include setting up the M&E system and ensuring that it is implemented effectively by the key stakeholders, namely the primary stakeholders and implementing partners. He/she should also monitor risks and be responsible for maintaining the overall Risk Register. In addition, he/she should assist Component Coordinators to set up individual M&E plans and undertake risk management for their components. This needs to be supported by facilitating stakeholders, who will need to have the capacity to undertake their own M&E activities, and to link these into an overall assessment of Action Plan progress and needed actions.

Specific responsibilities include:

- setting up an overall M&E system and a framework for its implementation;
- ensuring that all service provider contracts include specifications for their own internal monitoring, their reporting systems, and the penalties for failure to report as specified;
- organizing and undertaking training with stakeholders, including primary stakeholders, in M&E skills, including participatory aspects;
- monitoring risks and maintaining an overall Risk Register;
- guiding staff and implementing partners in preparing their progress reports;
- reviewing monitoring reports, analyzing them for impact evaluation, and identifying the causes of any potential bottlenecks in Plan implementation;
- identifying the needs and drawing up the Terms of Reference for specific Action Plan studies;
- planning for regular opportunities to identify lessons learned and implications for the Action Plan’s next steps, preparing reports on M&E findings, working closely with the Finance Officer, technical staff and implementing partners;
3. GOVERNANCE MECHANISM

- undertaking regular visits to the field to support implementation of M&E and to identify where adaptations might be needed; and
- guiding the regular sharing of the outputs of M&E findings with Action Plan staff, implementing partners, and primary stakeholders.

3.4.2 REC/SRO level governance

Where appropriate, RECs and SROs like AFRISTAT and Statistical Training Centers will be used in the Action Plan for Africa. At the very least, they will be kept in the loop as their work overlaps with some activities of the Action Plan. Where capacity is lacking, extra support will be provided to scale up assistance and bridge HR resources gaps.

3.4.3 National level governance

The main beneficiary of the Global Strategy will be the countries that need robust, reliable and timely agricultural statistics for formulating evidence-based policies, decisionmaking, tracking development outcomes of Poverty Reduction Strategies, and a host of other purposes. Countries will bear the primary responsibility for the Action Plan implementation. The implementation mechanism at national level will include the following bodies/functions:

- **National Agricultural Statistics Coordinating Committee (NASCC)**
  
  As mentioned earlier, some countries already have a National Agricultural Statistics Coordinating Committee (NASCC) chaired by a data user, who is usually a high-level policymaker from the Ministry of Agriculture. It is also expected that within the framework of the NSDS, an NASCC will be established as one of the standing user-producer committees to enhance the role of data users in national statistical development. The NASCC should oversee the development of the National Agricultural Statistical System in the country as an integral part of the National Statistical System. All the subsectors of food, agricultural, and environment (including crops, livestock, fishery, forestry, environment and natural resources, and food security, etc.) should be represented in the NASCC.

  Those countries that do not already have this committee in place will be encouraged to establish it and ensure that it works. In many countries, such committees have been established but do not function well.

- **National Strategy Coordinator (NSC)**
  
  The leading organization responsible for agricultural statistics in the country will be expected to designate a senior official to act as a National Strategy Coordinator (NSC) to deal with administrative and technical work in the implementation of the Strategy in the country. This coordinator will be expected to work closely with the Regional Strategy Coordinator, the country NSDS Coordinator, and other stakeholders to ensure that the Strategy is properly implemented in the country. In some countries, it may not be possible to designate an official to work as the NSC. In such cases, a qualified person will be appointed to play this role.

  The responsibilities of the NSC will be to:
work with the Regional Implementation Secretariat and Component Coordinators to undertake an assessment of the state of agricultural statistics in the country;

design a national Plan of Action based on the assessment, which should cover the Plan period (2011-2015) and the follow-up activities;

organize national workshops and training courses;

provide the necessary data on agriculture and any other supplementary information required for regional and global comparison;

contribute to the analysis of the data;

implement follow-up activities to the Action Plan; and

strengthen data analysis capacity, with the goal of increasing the use of analysis of the information generated by the Action Plan.

**Technical working group**

A team of up to seven officials from different domains of the agricultural sector will be assembled to assist the NSC. The domains include crops, livestock, forestry, fisheries, environment and natural resources, and food and nutrition security.

### 3.5 Implementation, monitoring, and reporting

#### 3.5.1 Implementation

Implementation of the governance mechanism will, among other things, involve the following key activities (see more details in Annexes I and II):

- launching the Action Plan for Africa;
- establishing implementation structures at the regional level, including an M&E system, which align with the global governance framework;
- approving national action plans;
- establishing governance systems including:
  - an overall M&E system
  - an M&E system for each component as well as for the governance mechanism
  - a risk monitoring system
- ensuring coordination in the implementation of components;
- establishing or strengthening existing structures and processes for agricultural statistics at the national level, including coordination structures;
- mobilizing and allocating resources; and
- monitoring, evaluating, and reporting on the implementation of the Action Plan.

#### 3.5.2 Monitoring and reporting

The M&E Officer will establish an overall M&E system and will help to establish and implement M&E systems for individual components. The outcome, outputs, and performance indicators for this component have been identified. These are given in the Table 3.1 and also in the logframe in Annex I. Some of them are applicable to other components of the Action Plan. They will be used to monitor and report on progress at different levels.
Table 3.1: Outcomes, outputs, and performance indicators for the governance mechanism

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Resources are mobilized and allocated for Strategy implementation</td>
<td>1. Increase in resources for agricultural statistics</td>
</tr>
<tr>
<td>2. Appropriate structures for coordinating the implementation of the Strategy in the Africa region will be established and become operational</td>
<td>2. Number of countries where the Action Plan is effectively implemented, with functioning coordination structures for agricultural statistics</td>
</tr>
<tr>
<td>3. Increased availability and use of agricultural data for policy, decisionmaking and other purposes.</td>
<td>3. Number of countries with increased use of agricultural data for policy and decisionmaking</td>
</tr>
<tr>
<td>4. Legal provisions for agricultural statistics are aligned with provisions in the national statistical legislation</td>
<td>4. Number of countries with rationalized legal provisions for agricultural statistics</td>
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</table>

<table>
<thead>
<tr>
<th>OUTPUTS</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1. Resources are mobilized and allocated for Strategy implementation</td>
<td>1.1. Resources mobilized, secured, and allocated</td>
</tr>
<tr>
<td>2.1. Strategy implementation structures at the regional level, including an M&amp;E system, are established and operational</td>
<td>2.1. Existence of functioning Strategy implementation structures at regional level</td>
</tr>
<tr>
<td>2.2. Structures for agricultural statistics at the national level, including coordination structures, are established and operational</td>
<td>2.2. Number of countries with coordination arrangements for agricultural statistics</td>
</tr>
<tr>
<td>2.3. Action Plan for Africa launched</td>
<td>2.3. Launch meeting held</td>
</tr>
<tr>
<td>2.4. Monitoring and evaluation, and risk management systems and reporting plans are put in place and operational</td>
<td>2.4. Regular production of monitoring and progress reports</td>
</tr>
<tr>
<td>2.5. The first phase of the project completed and evaluated and project products capitalized</td>
<td>2.5. End of Project report prepared</td>
</tr>
<tr>
<td>3.1. Advocacy materials produced and used by countries</td>
<td>3.1. Number of countries formally undertaking statistical advocacy in the agriculture sector</td>
</tr>
<tr>
<td>4.1. Legal provisions for agricultural statistics exist and are aligned with provisions in the national statistical legislation</td>
<td>4.1. Number of countries with legal provisions for agricultural statistics aligned with provisions in the national statistical legislation</td>
</tr>
</tbody>
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